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Chief, Requirements Staff, ORE

24 April 1950

Chief, Contact Division

Direct Liaison Between Working Desks of ORE and OO/C

1. I would like to reaffirm and ask your concurrence with the policy stated more than a year ago concerning direct liaison between the analysts of ORE and the OO/C employees who will handle their requirements. The occasion was a conference between you, Capt. Winecoff and [redacted] of ORE, and [redacted] of OO/C. The policy stated by Capt. Winecoff at that time, as we remember it, was essentially this:

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"Consultation and other forms of direct liaison between the people who want information and the people who will get the information for them is essential. Anything that retards or adulterates the achievement of this goal is a defect in the system. ORE therefore will impose no barriers to the freedom of liaison between ORE analysts and OO/C requirements and reports personnel.

"On the other hand, some coordination of the requirements aspect of liaison is essential.

"In view of the foregoing, ORE analysts will be free to liaison direct with OO/C, if OO/C has no objection, but will direct all their requirements for OO/C through the Requirements Staff unless there is insufficient time for such coordination, or unless direct discussion with OO/C will express the need for the information more clearly. In such cases the ORE analyst will inform the Requirements Staff of the discussion and of all commitments made."

2. You have been as aware as we of the penchant of some of your divisions for direct liaison, since, as well as before, the above statement of policy was enunciated. You also have been aware of the administrative difficulties this liaison has imposed on both our offices. In consequence we have tried to keep you informed of each of these activities as they occur, and to discourage them when we felt that there would be no operational gain by direct discussion. Let me remind you, however, that this responsibility for informing is properly one for the ORE analysts; it has not been assigned to the Contact Division. Nevertheless we are quite aware of the unquestionable value that your Requirements Staff operations can be to this Division and to the benefits we accrue when you are kept fully informed of all ORE operational requests on OO/C. We therefore have willingly accepted this responsibility which Capt. Winecoff assigned to ORE.

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3. In contrast to the administrative difficulties, however, we are aware of the very real improvement in coordination between ORE and OO/C interests that has resulted from desk-to-desk liaison. This improvement is one we think should continue. We therefore will continue to accept responsibility for keeping you informed of the substance of all direct ORE requirements approaches to OO/C, so long as those approaches which are justified by the above statement of policy are not thereby discouraged.

LYMAN B. KIRKPATRICK

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